



JOURNAL

The Road to the Top is Not on the Map

Conversations with Top Women of
the Automotive Industry

Carla Bailo | Terry Barclay

The Road to the Top is Not on the Map Personal Journal

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Education

- MS, University of Michigan, Mechanical Engineering, 1986
- BS, Kettering University, Mechanical Engineering, 1983

Carla Bailo is a leader in engineering and vehicle program management with 41 years of experience in the automotive industry. As the Center for Automotive Research (CAR) President and CEO, she leads the overall mission, manages day-to-day business, and is the face for the automotive industry in several venues. CAR is an independent, nonprofit research body respected for unbiased reporting on issues related to HAV's (highly automated vehicles), lightweighting and materials research, powertrain and electrification, and business/government economic impacts on the automotive industry.

In addition to her role at CAR, Carla serves on the National Academies Committee on Assessment of Technologies for Improving Fuel Economy of Light-duty Vehicles and is a board member for the National Academies BEES (Board on Energy and Environmental Systems). Further, she is an independent director for SM Energy.

She serves on the following nonprofit boards:

1. University of Michigan College of Mechanical Engineering External Advisory Board
2. The Ohio State Engineering College of Engineering External Advisory Board
3. Engineering Society of Detroit Board of Directors
4. Michigan Manufacturing Technology Center Board of Directors
5. Clemson University University Transportation Center Advisory Board

In her role prior to CAR, she was Ohio State's assistant vice president for mobility research and business development. In this role, she implemented the university's sustainable mobility and transportation innovation, while integrating related research and education across Ohio State's academic units. She also led Ohio State's involvement as the primary research partner for Smart Columbus, a \$140 million program to transform Central Ohio into the nation's premier transportation innovation region.

Carla was the 2016-2018 vice president of Automotive for SAE International, a global association of more than 138,000 engineers and related technical experts in the aerospace, automotive, and commercial-vehicle industries.

Carla has 41 years experience in the automotive industry with 25 years at Nissan. In her most recent role at Nissan, she served as senior vice president of research and development (R&D) for Nissan North America Inc. Carla was responsible for vehicle engineering and development operations in Michigan, Arizona, Mexico, and Brazil, managing a \$500 million budget and 2,500 employees. In this role, she improved the efficiency of Nissan's R&D functions.



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Education

- BA, College of Wooster
- MSW, University of Michigan

Terry Barclay is a leader in building gender-balanced businesses with over 35 years experience working with top management teams of some of the world's best-known companies to capture the benefits of inclusive work environments. As president and CEO of Inforum, Terry oversees the only professional organization in Michigan—and one of only a few in the country—that combines strategic connections, proven professional development programs, a respected forum for new ideas, and original research to accelerate careers for women and boost talent initiatives for companies. Under Terry's leadership, Inforum has become a trusted ally and sought-after resource in helping companies advance gender diversity to find and develop future talent.

Inforum's research-based leadership development programs have been widely used by automotive companies for current and future women leaders. Those include "Ascending to the C-Suite," a collaboration with the Ross School of Business at the University of Michigan that helps senior-level women acquire the specialized knowledge whose mastery is critical for C-suite executives.

Inforum also publishes the biennial *Michigan Women's Leadership Report*, which tracks women's leadership in the state's publicly traded companies.

Inforum is active in the automotive industry through its AutomotiveNEXT initiative, a forum where automotive industry leaders can connect and collaborate on innovative ways to attract and retain top female talent. Inforum also offers inSTEM, an initiative aimed at closing the STEM gender gap by engaging more women working in STEM fields in local STEM programs.

Terry serves on the boards of Cranbrook Institute of Science, The Nature Conservancy of Michigan, and Rebel Nell LLC. She is an active angel investor through Michigan Angel Funds I and II.